

30 June 1988

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MEMORANDUM FOR:

FROM: Executive Director

SUBJECT: Appreciation

EJ-

1. In October of 1986, I requested that you chair a task force to review the Agency's personnel management system and develop a comprehensive plan to implement a new and improved one. Your objective was to lead the effort to design a system that would be more responsive to our needs and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected--our employees. You were asked to accomplish all of this without any corresponding relief from the already demanding duties of your existing assignments.

2. Your efforts over the last 18 months resulted in a clear vision of what we needed to do and, more importantly, how to do it. You set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.

3. The fact that I fully expected you to succeed in spite of the enormity of the task and the barriers facing you would surprise any officer unaware of your competence and dedication. That you did, in fact, succeed justifies my confidence in you and represents the finest "can-do" traditions of the Agency. Please accept my thanks, both personally and on behalf of the Agency, for your efforts.

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*P-100-1R*

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FROM: Executive Director

SUBJECT: Appreciation

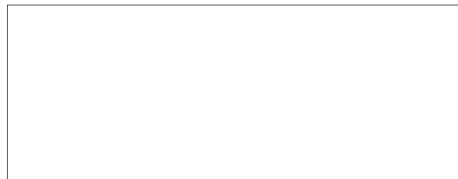
Pat -

1. In October of 1986, I asked you and several of your colleagues to join a task force which would review the Agency's personnel management system and develop a comprehensive plan to implement a new and improved one. As your directorate's representative on the task force, your objective was to design a system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected--our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

2. Your efforts over the ensuing months resulted in the development of a clear vision of what we needed to do and, more importantly, how to do it. You and your colleagues on the task force set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.

3. The fact that I fully expected you and the task force to succeed in spite of the enormity of the effort and the barriers facing you would surprise any officer unaware of your competence and dedication. That you did, in fact, succeed justifies my confidence in you and represents the finest traditions of the Agency. Please accept my thanks, both personally and on behalf of the Agency, for your efforts.

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MEMORANDUM FOR: 

FROM: Executive Director

SUBJECT: Appreciation

Many -

1. This is to express my personal appreciation for the assistance which you provided to your principal on the Human Resources Modernization and Compensation Task Force in its effort to develop a comprehensive plan to implement a new and improved personnel management system for the Agency. Your objective on the Task Force was to design a system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected--our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

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30 June 1988

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MEMORANDUM FOR:

FROM: Executive Director

SUBJECT: Appreciation

John -

1. This is to express my personal appreciation for the effort which you put into the work of the Human Resources Modernization and Compensation Task Force as the DDS&T representative. Although you joined the effort late in the game (being the second such representative), your contribution was nonetheless important. Your objective on the Task Force was to design a personnel system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected--our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

2. Your efforts resulted in the development of a clear vision of what we needed to do and, more importantly, how to do it. You and your colleagues on the Task Force set the wheels in motion for significant and beneficial change which will affect the Agency's personnel system for many years to come. In so doing, you softened the normal resistance to major change in any organization by taking account of the thoughts, concerns, and reactions of most of our employees.

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FROM:

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SUBJECT:

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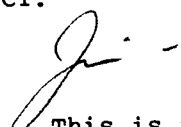
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MEMORANDUM FOR: 

FROM: Executive Director

SUBJECT: Appreciation


1. This is to express my personal appreciation for the effort which you put into the work of the Human Resources Modernization and Compensation Task Force, first as the alternate, then as the principal DA representative. Your objective on the Task Force was to design a personnel system that would be more responsive to the Agency's needs, and be capable of addressing trends which represented a serious threat to our ability to staff against the increasing demands on our work force. This was a formidable task, made even more difficult by the fact that we chose to impose no dramatic change on the Agency population without general acceptance from those who would be most affected--our employees. You were asked to participate in this effort without any corresponding relief from the already demanding duties of your existing assignments.

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30 June 1988

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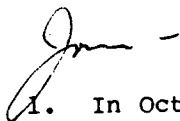
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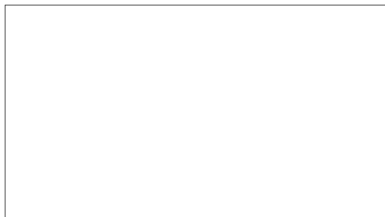
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